

COLORADO EMERGENCY MANAGEMENT PLAN

PART II: RECOVERY

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I. INTRODUCTION

The State of Colorado Disaster Recovery Plan is designed to identify a range of actions to be taken by state agencies to support local governments and coordinate emergency recovery activities. This plan will provide state and local emergency management personnel with operational guidance in order to effectively manage recovery activities in the aftermath of a major disaster or emergency.

This document is the second portion of the Colorado Integrated Emergency Management Plan with the Colorado State Emergency Operations Plan being the first and the State Multi-hazard Mitigation Plan being the third. These plans are inter-related but can be read and used as independent documents.

This plan is based on certain assumptions and the existence of certain resources and capabilities that may be subject to frequent change. Actual measures taken by the state to support local governments will be tailored to each incident. Some deviation in the implementation of the operational concepts identified in this plan may be necessary to protect the health and safety of the public.

Local emergency managers are strongly encouraged to develop their own local recovery plans that can address their specific needs.

II. SITUATION

- A. A major disaster or emergency may overwhelm the capabilities of the state and its political subdivisions to provide prompt and effective relief and recovery measures. Transportation infrastructure and commercial telecommunications facilities may be damaged, impairing response and communication among governmental response and recovery agencies.
- B. Homes, public buildings, transportation facilities, and other critical facilities and equipment may be severely damaged or destroyed. Debris may make roadways impassable. The movement of emergency relief supplies and resources may be seriously impeded. Public utilities may be damaged and rendered partially or fully inoperable. Many state and local emergency personnel may be victims of the emergency, preventing them from performing assigned emergency duties. Fires in both urban and rural areas could occur.
- C. Many disaster victims may be forced from their homes, and a number of deaths and injuries could occur. Many victims may be in life threatening situations requiring immediate rescue and medical care. There may be shortages of supplies necessary for emergency survival. Hospitals, nursing homes, mortuaries, pharmacies and other health/medical facilities may be damaged or destroyed. The number of victims requiring attention may overwhelm medical and health care facilities that remain operable. Medical supplies and equipment may be in short supply.
- D. Damage to facilities that generate, use, store or dispose of hazardous materials could result in the release of hazardous materials into the environment.
- E. Food processing and distribution capabilities may be damaged or destroyed.

III. ASSUMPTIONS

- A. This plan may be implemented by the state in the event of a state declared disaster regardless of whether a Presidential declaration is requested or anticipated. In the event a Presidential declaration is not requested or forthcoming, all of the necessary emergency functions may be implemented by the state and local governments. Portions of this plan may be utilized for any locally declared disaster.
- B. Preparations to implement this plan will begin during the immediate response phase. This will allow recovery actions to be implemented quickly and efficiently.
- C. The concept of operations outlined in this plan assumes that a major disaster or emergency has occurred and damage throughout the affected areas of Colorado could be extensive. These damages may cause the loss of normal life support systems and the loss of regional economic, physical, and social infrastructures. By preparing for a "worst case " incident, those of a lesser nature may be addressed using the same concepts.
- D. The State Emergency Operations Center (SEOC) has been activated and staffed and the Governor will have issued an Executive Order declaring a state of emergency and directing the Colorado Office of Emergency Management (COEM) to implement the Colorado State Emergency Operations Plan (SEOP) to ensure proper coordination of overall recovery activities.
- E. The magnitude and severity of the disaster emergency may be such that effective response and recovery may be beyond the capability of the state and its political subdivisions.
- F. The Governor may request federal disaster assistance to supplement state and local emergency resources and that federal disaster assistance programs will be implemented to help meet the needs of Colorado.
- G. Many state and local emergency response personnel may be victims of the disaster.
- H. In addition to federal assistance, prompt and effective recovery will require mutual aid from other political subdivisions throughout Colorado and possibly from other states using the Emergency Management Assistance Compact (EMAC).
- I. Citizens and response organizations from other states may send food, clothing and other supplies based on their *perceived* needs of Colorado and that a Donations Management System will be needed which will be coordinated with COVOAD.

IV. SCOPE

Disaster recovery efforts span three phases: humanitarian relief, short-term recovery efforts, and long term recovery efforts.

- A. Humanitarian relief efforts include:
 - 1. Providing food, water, clothing, shelter, medical aid, and supplies
 - 2. Providing security

3. Coordinating information and instructions to the public
 4. Providing outreach efforts to ensure all victims have been identified and assisted and handling status inquiries from relatives
- B. Short term recovery efforts include:
1. Conducting detailed damage assessment to determine the need for and nature of supplemental state and federal assistance
 2. Coordinating re-entry into evacuated areas
 3. Restoring essential public facilities and services
 4. Coordinating federal disaster assistance to public entities and individuals
 5. Coordinating resources, materials and volunteer organizations
 6. Coordinating information and instructions to the public
 7. Identifying hazard mitigation opportunities
- C. Long term recovery efforts include:
1. Restoring public infrastructure
 2. Rebuilding an adequate supply of housing
 3. Restoring the economic and social base of the area
 4. Implementing effective hazard mitigation plans

V. OPERATIONS MANAGEMENT OF DISASTER RECOVERY

A. The Governor

When an emergency has been declared, the Governor, as the state's elected Chief Executive is responsible for the health, safety and welfare of the state. To discharge this responsibility, the Governor is empowered by Colorado Revised Statutes 24-32-2104, the Colorado Disaster Act of 1992.

B. Operations Management Structure

1. State Coordinating Officer (SCO):

The State Coordinating Officer (SCO) is the state official designated by the Governor to act as the principal assistant in the coordination and supervision of the state disaster assistance program, and to act in cooperation with the Federal Coordinating Officer (FCO). The SCO serves as the focal point for political subdivisions of the state in obtaining needed state and federal assistance.

2. The Governor's Authorized Representative (GAR):

The Governor's Authorized Representative (GAR) is the person designated by the Governor in the Federal/State Agreement to execute, on behalf of the state, all necessary documents for disaster assistance following the declaration of an emergency or a major disaster, including certification of applications and vouchers for public assistance.

3. Public Assistance Officer (PA Officer):

The Public Assistance Officer (PA Officer) is appointed by the Governor, or his/her designee, to manage the Public Assistance Programs under the Robert T. Stafford Disaster Relief and Emergency Assistance Act or under the appropriate statute.

4. Individual Assistance Officer (IA Officer):

The Individual Assistance Officer (IA Officer) is appointed by the Governor, or his/her designee, to manage supplementary assistance programs under the Stafford Act or the appropriate state statute to individuals, families, and businesses. Supplementary assistance programs may consist of disaster housing assistance, unemployment assistance, grants, loans, legal services, crisis counseling, tax relief, and other services or relief programs.

5. State Hazard Mitigation Officer (SHMO):

The State Hazard Mitigation Officer (SHMO) is appointed by the Governor or his/her designee to manage the Hazard Mitigation Grant Program under the Robert T. Stafford Disaster Relief and Emergency Assistance Act or the appropriate state statute.

6. Public Information Officer (PIO):

The Public Information Officer (PIO) reports to the GAR and is responsible for coordinating the release of information and instructions to the media and public.

7. Legislative Liaison:

The Legislative liaison reports to the GAR and is responsible for establishing liaison with the Colorado Legislature and keeping members apprised of the status of recovery operations.

8. Volunteer Coordinator:

The IA Officer will be or will appoint the Volunteer Coordinator who will work closely with the American Red Cross and the Colorado Voluntary Organizations Active in Disaster (COVOAD).

C. State Emergency Functions (SEFs)

1. Using the same system as the SEOP, the personnel and resources of state agencies are assigned to State Emergency Functions (SEFs). Each SEF is headed by a primary agency, which has been selected based on its authorities, resources and capabilities in that particular functional area. Other agencies have been designated as support agencies for one or more SEFs based on their resources, and capabilities to support the SEF.

The designated primary agency will be responsible for coordinating the activities of each respective SEF.

2. Each SEF will provide resources using its primary and support agency authorities and capabilities to support its missions. SEFs will allocate resources based on priorities and needs identified in conjunction with the recovery staff and SCO. In cases where a conflict of priorities develops as a result of more than one SEF requiring the same resource, the affected SEFs will work with the recovery staff and SCO to resolve the conflict.
3. SEF actions will be coordinated from the SEOC or the Disaster Field Office (DFO).
4. The following is a brief summary of SEF's, the lead agency for each, and their primary mission. For additional details, see the SEOP.

SEF 1: Transportation (Annex A) - Colorado Department of Transportation

Provides for coordination, control, and allocation of transportation assets in support of the movement of emergency resources including the evacuation of people, and the redistribution of food and fuel supplies.

SEF 2: Communications & Warning (Annex B) - Colorado Department of Local Affairs, Office of Emergency Management

Provide emergency warning, information, and guidance to the public. Facilitates the requirements and resources needed to provide for backup capability for all means of communication.

SEF 3: Public Works & Engineering (Annex C) - Colorado Department of Transportation

Provides for debris clearance, roads, highways and bridge repairs, engineering, construction, repair and restoration of essential public works systems and services, and the safety inspection of damaged public buildings.

SEF 4: Fire Fighting (Annex D) - Colorado Department of Public Safety

Provides for mobilization and deployment, and assists in coordinating structural fire fighting resources to combat urban incidents. Provides incident management assistance for on-scene incident command and control operations.

SEF 4a: Wildfire Suppression (Annex D) - Department of Higher Education, State Forest Services

Provides for and assists in the coordination and utilization of interagency fire fighting resources to combat wildland emergencies. Provides for incident management teams to assist on-scene incident command and control operations.

SEF 5: Operations and Information Management (Annex E) - Colorado Department of Local Affairs, Office of Emergency Management

Provides for the overall management and coordination of the state's emergency operations in support of local government. Collects, analyzes, and disseminates critical information on emergency operations for decision making purposes. Identifies the roles and responsibilities of state government in coordinating federal assistance to local government.

SEF 6: Care & Sheltering (Annex F) - Colorado Department of Human Services

Manages and coordinates sheltering, feeding, and first aid for disaster victims. Provides for temporary housing, food, clothing, and special human needs in situations that do not warrant mass-care systems. Manages the receipt and distribution of donated goods and services. Assists in coordinating and managing volunteer resources. (Secondary Lead Agency - American Red Cross) (Secondary Lead Agency for Management of Donated Goods and Volunteer Relief Efforts - Colorado Voluntary Organizations Active in Disasters, COVOAD)

SEF 7: Resource Support (Annex G) - Colorado Department of Local Affairs

Secures resources through mutual aid agreements and procurement procedures for all SEF, as needed. Provides for coordination and documentation of personnel, equipment, supplies, facilities, and services used during disaster response and initial relief operations.

SEF 8: Health, Medical & Mortuary Services (Annex H) - Colorado Department of Public Health and Environment

Provides care and treatment for the ill and injured. Mobilizes trained health and medical personnel and other emergency medical supplies, materials, and facilities. Provides public health and environmental sanitation services, disease and vector control, and the collection, identification, and protection of human remains.

SEF 8a: Mental Health - Colorado Department of Human Services - Colorado State Mental Health Services

Provides crisis-counseling services to individuals and groups impacted by the disaster situation. Mental health professionals will be mobilized to offer home and community based services. Crisis counseling is a time-limited program designed to assist victims/survivors of a disaster in returning to their pre-disaster level of functioning. Coordinates and provides mental health services to victims and responders following a disaster.

SEF 9: Search & Rescue (Annex I) - Colorado Department of Local Affairs, Office of Emergency Management

Provides resources for ground, water, and airborne activities to locate, identify, and remove from a stricken area persons lost or trapped in buildings and other structures.

SEF 10: Hazardous Materials (Annex J) - Colorado Department of Public Safety

Provides response, inspection, containment, and cleanup of hazardous materials accidents or releases.

SEF 11: Public Utilities (Annex K) - Colorado Department of Regulatory Agencies

Coordinates with the private sector the emergency repair and restoration of critical public utilities, i.e. gas, electricity, telephone, etc. Coordinates the rationing and distribution of emergency power and fuel.

SEF 12: Public Information (Annex L) - Office of the Governor

Provides for effective collection, control, and dissemination of public information to inform the general public of emergency conditions and available assistance. Coordinates a system to minimize rumors and misinformation during an emergency.

SEF 13: Law Enforcement & Security (Annex M) - Colorado Department of Public Safety

Provides for the protection of life and property by enforcing laws, orders, and regulations, including the movement of persons from threatened or hazardous areas. Provides for area security, traffic, and access control.

SEF 14: Damage Assessment (Annex N) - Colorado Department of Local Affairs, Office of Emergency Management

Ensures that procedures and experts are available to provide preliminary damage estimates and descriptions. Engineers and assessment teams should base estimates of the extent of damage on observations. Assessments provide a basis for determining the need for a state or Presidential disaster or emergency declaration.

SEF 15: Information Technology (Cyber) (Annex O) - Governor's Office of Information Technology and Department of Military & Veterans Affairs

Provides for the planning, collaboration, and coordination of Cyber Security protection within the State of Colorado and regionally as required. With the mission to prevent cyber attacks against our critical infrastructures, reduce vulnerability to cyber attacks, and minimize damage and recovery time from cyber attacks that do occur.

The following chart shows how the State Emergency Functions link with the Federal Emergency Support Functions.

STATE EMERGENCY FUNCTION (SEF)	FEDERAL EMERGENCY SUPPORT FUNCTIONS (ESF)
SEF 1 - Transportation	ESF 1 - Transportation
SEF 2 - Communication & Warning	ESF 2 - Communication
SEF 3 - Public Works & Engineering	ESF 3 - Public Works and Engineering
SEF 4 - Fire Fighting Wildfire Suppression	ESF 4 - Fire Fighting
SEF 5 - Operations & Information	ESF 5 - Information and Planning
SEF 6 - Care & Sheltering Mass Feeding & Sheltering Donations & Volunteers Mgmt.	ESF 6 - Mass Care
SEF 7 - Resource Support	ESF 7 - Resource Support
SEF 7 - Health, Medical & Mortuary	ESF 8 - Health and Medical Services
SEF 9 - Search & Rescue Mine Rescue	ESF 9- Urban Search and Rescue
SEF 10 - Hazardous Materials	ESF 10 - Hazardous Materials
SEF 11 - Public Utilities	ESF 11 - Food
SEF 12 - Public Information	ESF 12 - Energy
SEF 13 - Law Enforcement & Security	
SEF 14 - Damage Assessment	

STATE EMERGENCY FUNCTION (SEF)	FEDERAL EMERGENCY SUPPORT FUNCTIONS (ESF)
SEF 15 - Information Technology (cyber)	

D. State Emergency Operations Center (SEOC)

1. The SEOC is located at Camp George West in the basement of Building 120, 15075 South Golden Road, Golden, Colorado, 80401. The SEOC will be activated upon the direction of the Governor or an authorized representative. Because of space limitations, some restrictions may be placed on the number of state agency staff representing each SEF. During both the response and recovery phases, members of the Federal Advance Emergency Response Team (ERT/A) or other federal liaison will be provided space at the SEOC or a near-by location.
2. In the event of a major disaster or emergency resulting in a Presidential Disaster (or Emergency) Declaration, the Governor or SCO may locate elements of the State Recovery effort in a Disaster Field Office (DFO) staffed by state and federal agencies. This will shift the direction and control of state resources from the SEOC to the disaster area and should improve daily coordination of recovery efforts among state, local, and federal decision makers.
3. Once the DFO location decision has been made, SEF #7 (Resource Support) will work with their federal counterpart for the procurement of sufficient office space, telephones, equipment, supplies, and other materials necessary to support the site. Each state agency participating as an SEF member will be responsible for providing appropriate decision-making and support staff at the DFO.

E. Disaster Recovery Centers (DRC's)

1. Joint local, state and federal DRC's will be established in communities as needed to provide information to impacted citizens on available relief programs.
2. DRC staffing should be comprised of:
 - a) DOLA OEM, Local Government and/or Housing representatives;
 - b) Local elected/appointed officials;
 - c) FEMA IA representative;
 - d) COVOAD representative;
 - e) SBA representative;
 - f) Crisis Counseling representative;
 - g) Young Lawyers representative;
 - h) Internal Revenue Service representative; and
 - i) SEF lead agency representatives as appropriate.

3. Requests for state assistance should be coordinated through the appropriate local recovery operations center; the state may send a liaison to the affected local center at the request of the local government.

F. Expenditures and Record Keeping

1. A major disaster or emergency may require the expenditure of large sums of state and local funds. Financial operations will be carried out under compressed schedules and intense political pressures which will require expeditious actions which still meet sound financial management and accountability requirements.
2. State agencies and departments designated as lead agencies for SEFs conducting recovery activities will be responsible for organizing their activities to provide financial support for their operations. Each agency and department is responsible for maintaining appropriate documentation and reporting of expenditures for closing out task/mission assignments.
3. The approval to expend funds for recovery operations will be given by authorized officials from each agency and department. Each agency should designate a responsible official on each SEF to ensure that actions taken and costs incurred are consistent with identified missions.
4. Each agency is responsible for establishing effective administrative controls to guide the expenditure of funds. Care must be taken throughout the course of the emergency to maintain logs, records, and file copies of all expenditures to provide accountability and justification for reimbursement. Each agency is responsible for maintaining records, receipts, and all other documentation necessary to support claims, purchases, reimbursements, and disbursements. Record keeping is vital to facilitate close outs and to support post recovery audits.

VI. SHORT TERM RECOVERY (INITIAL RECOVERY ACTIVITIES)

This section addresses steps to be taken in preparation for recovery from a potential predictable disaster, (e.g., snow melt or riverine flood), where adequate warning is available to allow for activation of recovery actions. It does not address unpredictable disasters, (e.g., tornadoes or hazardous materials incidents), where inadequate warning does not allow for early activation of recovery actions.

A. State actions:

1. While local governments are implementing emergency response and initial recovery actions necessary to protect public health and safety, the SEOC will work with SEFs to prepare for the rapid deployment of resources necessary to facilitate recovery.
2. Operations Staff in the SEOC and SEF representatives will contact their counterparts in affected local areas to identify needed and anticipated resources, staging areas, distribution sites, contact persons, etc.

- a) Resource requests that exceed the capability of the state will be forwarded to FEMA or
 - b) Resource requests that exceed the capability of the state may be requested from other states via the EMAC system.
3. Initial planning for recovery will begin before the response phase ends. At this time, the SEOC will be staffed and necessary actions to protect the public will have been implemented.
 4. Operations staff in the SEOC will be in contact with proper authorities to monitor the details of the disaster. Once details are coordinated, initial recovery activities will begin.

B. Federal actions:

1. When it becomes apparent that the anticipated magnitude of the disaster will be beyond the capabilities of the state and affected local governments, and that Federal resources will be necessary, the Governor or his authorized representative may contact the Director of the Federal Emergency Management Agency (FEMA) regional office in Denver to request a Presidential Declaration of Emergency or Disaster and activation of the Federal Response Plan. Activation of this plan authorizes the mobilization of Federal resources necessary to augment state and local emergency response efforts.
2. An advance element of the Emergency Response Team (ERT/A) will be the initial group to respond to the field and will serve as the nucleus for the full Emergency Response Team (ERT). The ERT/A is headed by a team leader from FEMA and is composed of FEMA program and support staff and representatives from selected Federal agencies. A liaison of the ERT/A will deploy to the SEOC to work directly with the state to obtain information on the impact of the disaster and to begin to identify specific requirements for Federal assistance. Other members of the ERT/A will deploy directly to the disaster site to identify or verify the location of the Disaster Field Office (DFO); to establish communications; and to establish field operations. In the event of a catastrophic incident, FEMA may deploy one of three Emergency Response Teams/National (ERT/N).
3. The Federal Coordinating Officer (FCO) will head the full Emergency Response Team (ERT) and a liaison will be deployed to the SEOC. The ERT is composed of the FCO, FEMA program and support staff, and representatives from each of the appropriate Federal ESFs and will operate out of the FEMA Region VIII offices. The responsibilities of the ERT include:
 - a) Coordinating overall Federal response and recovery activities within the state.
 - b) Working with State officials to determine support requirements and to coordinate with the ESFs.

- c) Tasking the ESF's or any other Federal agency to perform missions in support of the state.
- 4. Upon their activation, the team leader and ESFs will receive an operational briefing from the COEM Director, or designee. Once this is completed, federal ESF staff will establish contact with counterparts on the state SEFs to coordinate federal assistance to meet resource needs that exceed the capability of the state and affected local governments.

VII. NEEDS AND DAMAGE ASSESSMENT

A. Preparation for Damage Assessment

- 1. Colorado has trained a number of local people in damage assessment and the American Red Cross provides this function in the early stages. Federal involvement is not anticipated until the Preliminary Damage Assessment (PDA) stage. Damage assessment teams will be designated and preparations will be made to get the teams into the affected area(s) as quickly as possible.
- 2. The number and composition of the teams will depend on the nature and extent of damage. As a general rule, each team will be composed of representatives from federal, state, and local agencies with a variety of expertise.
- 3. Mutual aid from local governments and organizations outside the affected area(s) may be requested to participate on damage assessment teams if local agencies are overwhelmed.
- 4. Special accounts will be established to separate normal agency expenditures from disaster related expenditures. Separation of normal expenditures from disaster related expenditures will enhance the ability to recoup eligible federal reimbursement. Each agency or department will establish special time logs to keep track of each employee's time devoted to disaster related activities. These expenses may be reimbursable by the federal government if a Presidential Disaster (or Emergency) Declaration is granted. Travel arrangements for the teams will be coordinated by SEF #7.

B. Coordination of Damage Assessment

- 1. Once conditions allow, rapid and thorough assessments must be conducted to identify the immediate unmet emergency needs of disaster victims; to assess the overall damage to structures within those areas hit by the disaster; to assess the overall damage to critical public facilities and services; and to determine whether those damages are sufficient to warrant supplemental Federal disaster assistance. Local teams and the Red Cross will ordinarily conduct the windshield and initial damage assessments.
- 2. The decision to deploy state damage assessment teams will be made in coordination with affected local governments. Upon receipt of a request,

the designated authorities will discuss with local officials the number of teams to be deployed, their estimated time of arrival, projected length of stay, need for additional resources, etc.

C. Conducting the Damage Assessment

Damage assessment activities are generally conducted in an incremental series. They are as follows:

1. Windshield: An early, quick assessment done by walking, driving, or flying the affected area (s). Perimeter of the emergency area and numbers and types of structures damaged are noted. Estimates of destroyed, major damage, and minor damage are noted.
2. Initial: The initial assessment uses the data from the windshield survey along with financial information, to provide a fairly accurate financial and social picture of the event.
3. Preliminary: The preliminary damage assessment (PDA) occurs when the state asks FEMA to join in the activity due to the extent of the damage and anticipated request for a Presidential declaration of disaster.

VIII. FEDERAL DISASTER ASSISTANCE

A. Request for Federal Disaster Assistance

State damage assessment staff will analyze the public and private damage data. The results of that analysis and recommendations will be submitted to the Governor, or a designee, to determine if a presidential declaration should be requested. If a presidential declaration is requested, COEM will prepare a draft letter for the Governor's signature requesting federal assistance. The Governor's request letter must be submitted within 30 days of the occurrence of the disaster and must:

1. Demonstrate that the situation is of such severity that effective recovery is beyond the capability of the state and affected local governments.
2. Demonstrate that supplemental federal assistance is necessary to save lives, protect property, public health and safety or to lessen or avert the threat of further damage.
3. Furnish information on the extent and nature of state and local resources that have been or will be used to alleviate the impact.
4. Certify that the state and local governments will bear their proportionate share of the costs to implement federal disaster assistance programs.
5. Include an estimate of the extent and nature of federal assistance required for each of the impacted local jurisdictions and the state.
6. Confirm that appropriate actions have been taken under state law, including the implementation of the SEOP.

7. Identify the State Coordinating Officer (SCO) in the event the request is honored.
8. In the event of a catastrophic emergency, where the magnitude and severity of damage is expected to be extreme and there is an immediate need for supplemental federal assistance, the Governor may make an expedited request for a Presidential Disaster (or Emergency) Declaration. This request will not include specific damage estimates or the amount of federal assistance necessary. This request will, however, outline the anticipated impacts of the disaster.

B. Notification

1. When the President declares an area or areas to be disaster areas, FEMA will immediately notify the Governor, appropriate members of Colorado's congressional delegation, COEM, and appropriate federal agencies.
2. The COEM Director will be responsible for notifying the affected local governments.
3. Notification to possible applicants for federal assistance will be a coordinated local, state, and federal effort. The state PIO will notify the media and public through media briefings and press releases. If a Joint Public Information Center (JPIC) has been established, it may be used for this purpose.

C. Federal Coordinating Officer

The Director of FEMA will appoint a Federal Coordinating Officer (FCO), who will be responsible for coordinating all supplemental federal disaster assistance available under the Presidential Declaration. The responsibilities of the FCO include public information coordination, congressional liaison, community liaison, outreach activities, and establishment of a Disaster Field Office (DFO).

D. Federal/State Agreement

1. After the President's declaration, the Governor and the FEMA Region VIII Director enter into a Federal/State agreement which describes how Federal disaster assistance will be made available. The agreement:
 - a) Identifies those areas which are eligible for assistance
 - b) Stipulates the cost share.
 - c) Specifies the time period during which assistance will be available
 - d) Delineates any other conditions for receiving assistance

E. Disaster Field Office (DFO)

1. The FCO will establish a DFO to coordinate the disaster recovery effort. The DFO will be staffed with representatives from federal agencies having emergency responsibilities, and is usually co-located with the SCO and staff. The FCO and the COEM Director will make DFO site selection jointly with assistance, as necessary, from local officials.

2. FEMA will schedule training for state and federal personnel who will work in the DFO and in the Disaster Recovery Centers (DRCs). The training will cover the process of applying for assistance and specific information on each of the programs that will be offered to disaster victims.

IX. REENTRY INTO DISASTER AREA(S)

- A. A major disaster may well require extraordinary steps be taken to provide resources and assistance safely, quickly, and effectively. One of the first steps that should be taken is for local officials to identify and prioritize their reentry requirements.
- B. Decision makers in the state and local EOCs will review information on the disaster area. Reentry decisions will be made based on analysis of that information.
- C. Local, state, and federal officials will establish priorities. Priority of issues of immediate concern may include, but will not be limited to:
 1. Securing the disaster area, protecting public safety, and establishing communications
 2. Assessing the unmet needs of those impacted by the disaster and taking steps to meet these needs
 3. Identifying and controlling hazards to public health
 4. Assessing damages to essential public facilities and services and taking steps to restore them

X. COORDINATION OF HUMANITARIAN RELIEF EFFORTS

- A. Coordination of Local, State and Federal Resources
 1. Efficient coordination of all resources will be maximized if decision makers and staff can be located near the DFO.
 2. If appropriate; a recovery task force may be established. The task force should consist of local, state, and federal officials (decision makers and those with authority to commit resources) who will meet on a regular basis to coordinate recovery efforts, and identify and resolve problem areas.
- B. Coordination of Mutual Aid
 1. It is recommended that mutual aid agreements be formal written documents.
 2. Requests for mutual aid may be referred from the SEFs to Operations staff at the SEOC, or may come directly from communities within the disaster area(s). For mutual aid to be properly delivered, close coordination between the SEFs and those associations and organizations providing the mutual aid is essential.

3. See the Colorado Emergency Management Assistance Compact Plan for access, use and coordination of out-of-state resources requested through EMAC.

C. Coordination of Security Resources and Personnel

1. State law enforcement and Colorado National Guard personnel may be deployed within the disaster area to support local law enforcement agencies in:
 - a) Securing homes and businesses
 - b) Deterring criminal activity
 - c) Directing and controlling traffic
 - d) Enforcing curfews
2. Requests for law enforcement assets are anticipated as additional shelters, food distribution sites, disaster recovery centers, fixed and mobile feeding sites, and other facilities providing humanitarian relief services are established. To make the most efficient use of limited resources, state and local decision makers should make every effort to establish humanitarian relief facilities in areas where security is not an issue. Under mutual aid, law enforcement staff from outside the disaster area(s) may be used to supplement or relieve local law enforcement staff, who may themselves be victims of the disaster.
3. State law enforcement agencies will assist local law enforcement agencies in the enforcement of established curfews. SEF #13 (Law Enforcement & Security) will coordinate closely with SEF #7 (Resource Support) to ensure adequate supplies of fuel for emergency vehicles. The need for security can be expected to continue long after the response phase and well into recovery.

D. Coordination of Search and Rescue Activities

1. Most search and rescue activities take place during the response phase of an emergency. SEF #9 (Search and Rescue) will coordinate the provision of personnel, equipment, and other resources necessary to support local search and rescue operations.
2. SEF #9 will establish contact with Search and Rescue coordinators within the disaster area(s) and will work closely with federal counterparts to provide necessary personnel, equipment and other resources.

E. Coordination of Mass Care Activities

1. SEF #6 will coordinate mass care and shelter issues - the Department of Human Services working jointly with the American Red Cross leads this function.
2. In the event there are an insufficient number of emergency shelters to house and accommodate evacuees, SEF #6 will coordinate the provision of additional emergency shelters for disaster victims. This includes, but is not limited to, the creation of temporary facilities such as relief centers,

- the construction of temporary shelters, and the provision of temporary camping units outside of the disaster area(s).
3. SEF#6 will coordinate provisions for feeding disaster victims and emergency workers. SEF #6 will work closely with its federal counterpart to establish fixed and mobile feeding kitchens and bulk food distribution sites.
 4. Requests for food, water, and ice will be processed through SEF #6. To meet the anticipated immediate need for food, SEF #6 will coordinate with its federal counterpart to locate and secure prepackaged food and federal surplus commodities and will also locate and secure adequate supplies of water, including bottled water, tankers, and purification units. SEF # 6 will also coordinate with SEF #7 (Resource Support) to locate and secure refrigerated trucks and boxcars for cold storage.
 5. SEF #6 will establish a system for collecting information regarding disaster victims and making that information available to family members outside the disaster area(s). The American Red Cross, following their established procedures, routinely performs this effort.

F. Coordination of Health and Medical Services

1. Based on the results of assessments of health and medical needs, SEF #8 will determine specific priorities.
2. SEF #8 will coordinate the deployment of teams of clinical health and medical care personnel (including volunteers) to assist in providing care for disaster victims.
3. SEF #8 will request mobile field hospitals as needed, and will coordinate with its federal counterpart to locate and secure Disaster Medical Assistance Teams (DMATs) from the National Disaster Medical System (NDMS). DMATs have the capability to provide triage, medical/surgical stabilization, and continued monitoring and care of patients until they can be transported to more suitable facilities.
4. SEF #8 will be responsible for locating and securing medical equipment and supplies (i.e., blood, pharmaceutical, biologic products, etc.) to support and restock health and medical care facilities (including DMATS) within the disaster area(s).
5. Epidemiological teams will be deployed as needed to monitor the general population and special high risk groups, and carry out field studies to assess health and medical needs; potable water; waste water and solid waste disposal issues; and the threat of vector-borne diseases.
6. SEF #8 will work closely with local officials to conduct tests of all potable water systems and well fields to determine whether water is safe to drink.
7. SEF #8a (Division of Mental Health) will coordinate the assessments of mental health needs and the provision of mental health services to disaster victims and emergency workers.
8. SEF #8 will work with local officials to assist in establishing temporary victim identification and mortuary services. Through federal counterparts they may locate and secure Disaster Mortuary Services Teams (DMORTs) through the NDMS. The DMORTs have the capability for victim identification, using forensic dental and pathology methods, and for the processing, preparation and disposition of remains.

G. Coordination and Distribution of Materials and Supplies Procured Through Governmental Agencies

1. Local, state, and federal officials will coordinate the acquisition and bulk distribution of materials and supplies necessary to meet the immediate needs of disaster victims. A system for the acquisition and distribution of materials and supplies requested through governmental agencies will be established.
2. All food supplies and materials processed through governmental agencies will be transported to staging areas, where they will be catalogued, stored, and then distributed to one or more designated storage depots in the disaster area(s).
3. SEF #7 (Resource Support) will assist by locating and contracting for warehouse and additional storage space as needed. From there, food and other supplies and materials will be transported to bulk distribution sites designated by local governments within the disaster area(s).
4. SEF #13 will coordinate security at these sites as well as during the transportation of food and water to storage depots and distribution sites.

H. Coordination of Donated Resources

Refer to Colorado Donations Management Plan

Individuals and relief organizations from outside the disaster area (and outside of Colorado) will begin to collect materials and supplies (food, water, clothing, etc.) to be sent to the disaster area. It is absolutely essential that unwanted and unnecessary supplies be controlled, and that procedures be in place to ensure the efficient distribution and use of necessary supplies and materials.

I. Coordination of Volunteer Organizations

In addition to those individuals volunteering their time and services, there is an extensive network of volunteer agencies and organizations which provides humanitarian relief services to disaster victims. This network, the Colorado Volunteer Organizations Active in Disaster (COVOAD), is an affiliation of organizations involved in providing resources and services to disaster victims and communities affected by disasters. The American Red Cross (ARC) has an agreement with COVOAD. The Volunteer Coordinator will coordinate the activities of volunteer (religious, private, and other nonprofit) agencies and organizations.

J. Coordination of Volunteers.

1. Local governments and volunteer organizations should communicate their needs for volunteer services (i.e., for medical and health care personnel, carpenters, laborers, etc.) to the Volunteer Coordinator on a daily basis.
2. The Volunteer Coordinator will work with ESF/SEF #2 (Communications) to establish a telephone number for volunteers. As volunteers call in, they will receive instructions advising them of the need for certain services. They will be given a contact person or organization that is in need of their services. Volunteers will staff this phone bank. The Volunteer Coordinator

will locate and secure a sufficient number of staff to operate the phone bank on a 24 hour a day basis.

3. The SCO or PIO should appear on local television and radio news programs to promote effective volunteer coordination. Volunteers will be encouraged to make arrangements with a recognized voluntary organization, church group, or other established program active in disaster relief and recovery. Press releases will be prepared and distributed to the media to reflect changing needs.

XI. RESTORATION OF ESSENTIAL SERVICES

A. Debris Removal and Recycling

1. SEF #3 (Public Works & Engineering) will be responsible for the overall coordination of debris removal efforts and will coordinate with ESF 2 if a Presidential declaration is received. It is anticipated that significant numbers of personnel with engineering and construction skills, along with construction equipment and materials, will be required from governmental agencies and from sources outside the disaster area.
2. SEF #3 will be responsible for coordinating with local, state and federal officials to secure necessary environmental permits and legal clearances for debris removal and disposal.
3. Debris removal efforts will first focus on clearing major transportation routes to allow for the movement of emergency vehicles, traffic, and emergency resources and supplies. After major transportation routes have been cleared, debris will then be removed from secondary roadways, residential/local roadways, and public parks.
4. To minimize the impacts on remaining landfill capacity, alternative means of disposal will be used whenever possible. Whenever possible, recycling of debris should be utilized. In the event recycling is not feasible, the following methods might be used. Vegetative debris will either be burned or chipped. Burning provides the most expeditious means of disposal; however, the public health hazards resulting from large scale burning of debris may require chipping either in addition to or in lieu of burning. Burn sites will be identified (preferably in rural areas away from population concentrations) by state and local officials and approved by the state's Air Quality Control Division.
5. Construction debris should be separated and disposed of accordingly. Appliances, for example, should be stockpiled (rather than taken to a landfill) until necessary arrangements can be made for disposal. Wood and other burnable materials should be burned or chipped along with vegetative debris. Household garbage should be taken to landfills or burned along with vegetative debris.

B. Transportation Systems

1. Restoration of transportation systems is designed to make sure that those systems have the capacity (service, equipment, facilities, etc.) to facilitate

the movement of emergency personnel, vehicles, equipment and supplies.

2. SEF #1 will work with local officials to:

- a) Establish highway traffic regulation as necessary
- b) Restore traffic signalization and street signs

C. Utilities

- 1. Restoration of electric, telecommunications, and gas service will begin as soon as major transportation routes are cleared of debris to allow emergency vehicles and crews to enter the disaster area(s). Immediately after disaster conditions subside, SEF #12 (Public Utilities) will assess damage to electric power and fuel systems; assess energy supply and demand; and identify resource requirements to repair damaged systems.
- 2. SEF #12 will work closely with ESF #2 (Department of Energy) local and utility officials to establish priorities for the repair of damaged energy systems and the provision of emergency sources of fuel and power.

D. Water and Waste Water Systems

Public works and engineering support necessary to repair or restore damaged water and waste water systems will be coordinated by SEF #3. Additional equipment (such as generators, pumps, etc.) may be necessary for wells supplying water, operating lift stations, and repairing broken water mains.

XII. PUBLIC INFORMATION

The provision of information and instructions to the public is critical to the overall success of recovery activities. Coordination procedures must be in place to ensure the public receives the necessary recovery information after a disaster.

A. Public Information Function

- 1. Coordinate among agencies, and through the media, to provide information and instructions to individuals, families, businesses, and governments affected by the disaster.
- 2. Process requests for information from the media.
- 3. Coordinate and provide for press conferences, briefings, and press releases.
- 4. Provide rumor control.

B. Public Information Staff

- 1. The Governor's Press office, or designated representative (COEM PIO, or lead state agency) will serve as the state PIO with overall responsibility for coordinating the release of information by state agencies under SEF: #12.
- 2. Each affected local government will designate a spokesperson responsible for coordinating the release of information by local agencies

within the jurisdiction. Local jurisdictions will make every effort to coordinate with the state on information released.

C. Joint Public Information System / Center

1. A Joint Public Information Center (JPIC) may be established where federal, state, and local public information officers (PIOs) coordinate information to be released to the media and to the public and to provide rumor control. The JPIC is generally co-located with the DFO.
2. Where it is not possible to have PIOs located in the JPIC, a Joint Public Information System (JPIS) will be established where coordination of information will take place with whatever resources are available (phone, fax, email, etc.)
3. The JPIC may designate a legislative liaison to keep members of the congressional delegation informed of the state and local recovery activities within their districts.

D. Coordination of the Release of Information

1. As long as a state JPIC is activated, information on emergency recovery efforts by state agencies will be released to the media by the lead PIO through regularly scheduled briefings and press releases. To the maximum extent possible, federal, state and local information will be coordinated prior to its release.
2. The release of information to members of the Colorado congressional and legislative delegations will be coordinated by the designated legislative liaison. The release of information to members of these delegations will be coordinated with the lead PIO. The FEMA Office of Congressional Affairs may also be used to keep members of the congressional delegation informed of the status of state and local recovery activities within their districts.

E. Citizen Information Center and Rumor Control

1. Citizens, both within and outside the disaster area(s), are likely to contact state and local emergency management agencies with specific requests for information and to confirm rumors. In anticipation of this, state COEM should establish information/rumor control telephone lines.
2. The citizen information and rumor control center will provide citizens with accurate and timely information. The designated lead PIO will participate in SEF briefings in the SEOC and will receive periodic reports and updates prepared by SEF #5 (Information and Planning). Rumor control will function under SEF # 12.

F. Press Releases

During the course of a major disaster or emergency there will be certain events and activities that will trigger the release of information to the public through the media. A press release may be prepared by the lead PIO and distributed to the media for the following:

1. To advise the public that the Governor has issued an Executive Order declaring a state of emergency.
2. To announce the activation of the citizen information center. This release will identify appropriate telephone numbers.
3. To announce the establishment of recovery collection areas for donated resources and for those wishing to volunteer their time and services.
4. To announce the Governor's request to the President for a disaster (or emergency) declaration and any available federal disaster assistance.
5. To announce the President's response to the Governor's request.
6. To announce the establishment of the disaster recovery sites and facilities.

G. Instructions to the Public

1. It can be anticipated that most normal means of communication with the general public will be impacted. State and local PIO's must develop procedures to provide information and instructions that do not solely rely on the electronic media.
2. The PIO's may produce a periodic newsletter. This can be distributed at all mass care centers. Outreach teams and volunteer groups may also distribute this item.

XIII. INDIVIDUAL ASSISTANCE

A. Individual Assistance Officer (IAO)

1. The Governor will appoint a State Individual Assistance Officer (IAO), who will be responsible for the overall coordination of state assistance to individual disaster victims. This includes assistance programs available by tele-registration, through established Disaster Recovery Centers (DRCs), and assistance programs not traditionally available through the DRCs.
2. The state IAO is also responsible for coordinating with local and federal officials to establish and operate DRCs, for maximizing assistance to disaster victims; and reducing duplication of effort by state and federal agencies. The state IAO will maintain daily records of assistance provided and report daily summaries to the SCO.

B. Federal Individual Assistance Officer

The Federal Coordinating Officer (FCO) will appoint a Federal IAO responsible for coordinating the implementation of all federal disaster assistance programs for disaster victims. The Federal IAO will work closely with the State IAO and local officials to establish and operate DRCs and to ensure that applications for assistance by disaster victims are processed efficiently and quickly.

C. Tele-registration for Disaster Assistance

1. The National Teleregistration Center (NTC) is a permanent FEMA facility in Denton, Texas, with support facilities in other states housing a national toll-free telephone bank. Upon activation following a Presidential Disaster Declaration, disaster victims may register for individual disaster assistance through the NTC, instead of going to a DRC.
2. The public will be advised of the availability of the NTC and toll free numbers.

D. Individual Assistance Programs

1. Individual assistance will be administered under the Individual and Households Program Plan. The IA Officer is designated from the state Department of Human Services.
2. Individual assistance programs that may be made available to eligible applicants through the DRCS and Tele-registration include:
 - a. Small Business Administration low interest loans for homes and businesses
 - b. Farmers Home Administration low interest loans for agricultural operators
 - c. Disaster Unemployment Assistance
 - d. Individual and Households Program Grants; cash grants to persons without insurance or other means to recover. Medical, burial, housing, personal property, and transportation costs are eligible.
 - e. Internal Revenue Service tax assistance
 - f. Emergency food stamps
 - g. Crisis counseling
 - h. Legal information
 - i. Home and business mitigation information
 - j. Access to volunteer services

E. Community Outreach

1. State, local, and FEMA officials will conduct outreach activities in an effort to inform victims of the disaster concerning what programs are available and where the DRCs will be located and hours of operation. This outreach will be accomplished by utilizing media resources and by assembling and deploying outreach teams to remote areas to inform residents of assistance efforts.
2. During a Federally declared disaster, community outreach activities will work through the External Affairs/Public Information group.
3. Prior to closing DRCs, outreach efforts will verify that all affected residents are informed.

XIV. PUBLIC / INFRASTRUCTURE ASSISTANCE

A. Public Assistance Officer

1. The Governor will appoint a Public Assistance Officer (PA Officer) who will be responsible for working closely with the federal PA Officer to coordinate all activities related to the repair, restoration or replacement of damaged public and not-for-profit facilities.
2. The state and federal PA Officers will be responsible for establishing and staffing the Public Assistance Office at the DFO.

B. Public Assistance Programs

1. Public assistance will be delivered according to the State Administrative Plan.
2. A Presidential Disaster (or Emergency) Declaration will provide for reimbursement of a portion of the costs (usually 75% federal / 25% state & local) for certain services and to repair or replace eligible damage to public facilities, including:
 - a. Debris clearance and removal
 - b. Emergency protective measures (search and rescue, demolition, sandbagging, etc.)
 - c. Repair or replacement of roads, streets, and bridges
 - d. Repair restoration or replacement of water control facilities (drainage, irrigation, flood control)
 - e. Repair or replacement of local and state owned buildings and equipment
 - f. Repair, restoration or replacement of public utilities (water, power, sewage)
 - g. Other public costs such as parks, temporary facilities, etc.

C. Reimbursement

1. Under normal circumstances FEMA will reimburse up to 75 percent of the eligible damages to public facilities and services.
2. Remaining costs must be borne by the state and local governments. Currently, the local government must contribute a percentage of the costs.

D. Notification

The Public Assistance Officer will work closely with the JPIC to notify state and local officials and eligible private not-for-profit organizations of the availability of state or federal infrastructure funds. Notification may occur through written correspondence and telephone contacts, public notices in local newspapers, and broadcasts on local radio stations. Potential eligible applicants will be notified of the date, time and location of the scheduled applicant's briefing.

E. Applicant's Briefing

1. An applicant's briefing will be scheduled to advise potential eligible applicants of the availability and requirements of state or federal infrastructure assistance. Each potential eligible applicant will be asked to complete and return a Request for Public Assistance (RPA) form. The

RPA reports damages suffered by each potential applicant and is used by the PA Officer to determine the number of damage survey and inspection teams.

2. A completed RPA will be transmitted to the FCO for each applicant. If for some reason the RPA is denied by the FCO, the PA Officer will notify the applicant in writing, explaining the specific reasons for denial and providing information on appeal procedures.
3. Because emergency conditions may preclude all eligible applicants from attending the applicant's briefing, the PA Officer should follow up with the local officials to make sure that RPAs for all applicants have been received.
4. Eligible applicants will be asked to complete and return a "Designation of Subgrantees' Agent" form, which designates the official authorized to sign the funding agreement and execute relevant infrastructure assistance documents. Before any infrastructure assistance funds are released, the state and the applicant must enter into a disaster recovery funding agreement.

F. Project Worksheets

1. Each applicant must submit to the PA Officer, within the designated application period, a list of projects to be reviewed for infrastructure assistance. This list should identify for each damage site and project: the disaster assistance categories; site location; description of the damage; and scope of work necessary to repair, replace, or restore to predisaster conditions. If hazard mitigation measures are authorized, the PW should include proposed hazard mitigation project components.
2. Damage survey and inspection teams, made up of state and federal engineers, planners and architects will review each project and activity on the List of Projects. The PA Officer will work with each applicant to arrange the survey and inspection schedules, ensure participation by appropriate local officials, and ensure that necessary records and documentation are available.
3. The inspection team will prepare Project Worksheets (PW) for each project identifying activity descriptions and scopes of work and cost estimates. Each PW undergoes two levels of review before approval by the FCO (which must occur within 45 days of the date of first inspection).
4. The first review, performed jointly by the state/federal damage survey and inspection team, is for concurrence on the PW.
 - a) If state and federal inspectors concur, the PW goes to the FCO for approval.
 - b) If there is a disagreement, the PW is returned to the applicant for resolution of the discrepancy.
5. The second review, conducted by FEMA staff, is done before final approval by the FCO. If the PW is approved, it is forwarded to the FCO for approval.
 - a) If there is a disagreement, the PW is returned to the survey and inspection team for resolution of the discrepancy.

6. Any changes made to a PW during any stage of the review process will be returned to the applicant who will have opportunity to review the change, concur or object, and attach any additional statements or documentation to support their position.

G. Appeals

1. The GAR, on behalf of a sub grantee, can appeal any FEMA determination on or denial of federal public disaster assistance. This appeal must be made in writing within 60 days from the date of notification of FEMA's determination. The sub grantee must provide sufficient information to allow the GAR to determine the facts and assess the validity of the appeal.
2. The FEMA Region VIII Director (RD) will review the appeal and conduct whatever investigation is considered necessary to determine the validity of the appeal. Within 90 days following receipt of the appeal, the RD will notify the GAR in writing of the disposition of the appeal or whether additional information is needed. If additional information is requested, the RD shall have an additional 90 days from receipt of the information to review the information and notify the GAR of the disposition of the appeal.
3. If the RD denies an appeal, the sub grantee may submit a second appeal to the FEMA Associate Director. This appeal must be in writing and submitted through the GAR and FCO within 60 days after receipt of the denial of the first appeal. The FEMA Associate Director has 90 days in which to make a decision on the appeal or request additional information.

H. Program Administration and Management

The PA Office will administer all infrastructure assistance grants, agreements, and contracts. Administrative staff will be responsible for providing technical assistance to eligible applicants and sub grantees and maintaining and submitting all documents and paperwork necessary to obligate and disburse funds. This includes establishing a system for the processing of payments to sub grantees and to FEMA and establishing and maintaining accounting records for each payment draw down by the state and each payment to sub grantees.

I. Final Inspections

After all PW s in any project application have been completed, a project summary must be submitted by the sub grantee to the PA Officer and GAR. State and federal inspectors will then conduct a final inspection of the project to verify its completion. Final inspection documents will be prepared and forwarded to the FCO so that any closing supplements can then be prepared.

J. Community Disaster Loans

1. Community Disaster Loans are available to local governments that have suffered significant losses of taxes and other revenues as a result of a disaster. The amount of these loans cannot exceed 25 percent of the

- local government's annual operating budget for the fiscal year in which the disaster occurs.
2. Loan applications must be made through the GAR and FCO. Documentation to support and justify the application must be included. The term of the loan is five years unless otherwise extended by the FEMA Associate Director. The interest rate will be determined by the Secretary of the Treasury.
 3. Funds secured through the loan are to be used to carry on existing government operations and functions. Funds are not to be used to expand government operations or to finance capital improvements or repair damaged public facilities. The GAR is responsible for ensuring that the loans will be used appropriately.

XV. HAZARD MITIGATION

A. Hazard Mitigation Grant Program

Section 404 of the Stafford Act establishes a hazard mitigation grant program to fund State and local post-disaster hazard mitigation measures.

1. Federal funds are available under this program on a 75 percent federal, 25 percent state/local matching basis.
2. Administration of the HMGP is outlined in the State of Colorado Hazard Mitigation Grant Program Administrative Plan.
3. The State of Colorado's mitigation strategy is outlined in the *State of Colorado Hazard Mitigation Plan*.

B. State Hazard Mitigation Officer

The State Hazard Mitigation Officer (SHMO) will be responsible for:

1. Updating the State State Hazard Mitigation Plan (pursuant to Section 322 of the Disaster Mitigation Act of 2000).
2. Implementing the Hazard Mitigation Grant Program (pursuant to Section 404 of the Stafford Act). The plan update will be finalized and submitted to FEMA within 180 days of the date of the Presidential Disaster (or emergency) Declaration.
3. The SHMO will establish a State Hazard Mitigation Team (SHMT) to assist in the process. Recommendations from the SHMT will be submitted to the GAR.

C. Federal Hazard Mitigation Officer

1. The Federal Coordinating Officer (FCO) will appoint a Federal Hazard Mitigation Officer (FHMO), who will be responsible for managing federal hazard mitigation programs and activities. An inter-agency Hazard Mitigation Team (IHMT) will be activated by the FHMO immediately following a Presidential declaration.
2. The IHMT will prepare and distribute its report within 15 days following the disaster (or emergency) declaration. This report will include:

- a. A description of potential hazard mitigation options and measures
- b. Recommendations and measures necessary to ensure identified opportunities for mitigation are appropriately addressed

D. Identifying Opportunities for Hazard Mitigation

1. Hazard mitigation opportunities will be identified in the following ways:

- a. Referring to the State of Colorado Hazard Mitigation Plan
- b. Through Project Worksheets
- c. Through opportunities identified by the GAR, SHMO, IHMT, FHMO, and other SHMT representatives, other state and local representatives and others
- d. Through local level hazard mitigation plans.

2. The FHMO, SHMO, and IHMT will:

Identify measures that may be funded under the Hazard Mitigation Grant Program or under the Infrastructure Assistance program.

E. Project Worksheet Process

1. Under FEMA's Infrastructure program, cost effective hazard mitigation measures may be authorized for damaged facilities. The FCO may authorize hazard mitigation measures that are necessary for compliance with codes and standards if the measures are in the public interest and the following conditions are met: The SHMO will work closely with the PA Officer and the State Infrastructure Inspection Teams to make sure that site specific recommendations for incorporating hazard mitigation measures into necessary repairs to damaged facilities are reflected on the PWs. This includes alternate and improved projects, if the GAR determines that the public interest would not be best served if the damaged facility was repaired, restored or replaced.

XVI. LONG TERM RECOVERY

A. Focus

Long-term recovery efforts focus on community redevelopment and restoring the economic and social viability of the disaster area(s). This phase requires a substantial commitment of time and resources.

B. State Disaster Recovery Office

1. If disaster conditions are expected to exist for some time, SCO may establish a State Recovery Office within the disaster area(s). This office will serve as the focal point for the coordination of long-term recovery activities.

2. The SCO will be responsible for the overall management and administration of the State Recovery Office.
3. The office will coordinate the handling of federal, state, and private funding programs for reconstruction and redevelopment within the disaster area(s). Recovery Office staff will provide technical assistance to local governments and private not for profit organizations to gain access to state and federal funding programs.
4. Recovery office staff will maintain contact with key state and local officials, community and business leaders, and federal officials to ensure effective communication and problem solving.

C. Close Out

1. When recovery efforts have progressed to the point where public infrastructure and social services have been restored; adequate supplies of housing are available to disaster victims; jobs lost as a result of the incident have been restored; and the economic base of the disaster area(s) has been restored, the SCO will take action to close the State Recovery Office.
2. When the office is closed, permanent state positions assigned to the office will be relocated to their respective offices and the temporary positions will be discontinued. All records will be transferred to the appropriate offices.

XVII. Plan Maintenance

This plan will be reviewed and updated by COEM, as needed. Plan revisions will reflect changes in implementing procedures, improvements in emergency management capabilities, and corrections of deficiencies.

APPENDIX 1 ACRONYMS/ABBREVIATIONS

ARC	American Red Cross
CDHS	CO Department of Human Services
COEM	Colorado Office of Emergency Management
CONG	CO National Guard
CSP	Colorado State Patrol
COVOAD	Colorado Volunteer Organizations Active in Disaster
DAP	Disaster Assistance Program
DFO	Disaster Field Office
DMAT	Disaster Medical Assistance Team
DMORT	Disaster Mortuary Service Team
DRM	Disaster Recovery Manager
EAS	Emergency Alert System
EOC	Emergency Operating Center
ERT	Emergency Response Team
ERT/A	Advance Element of the Emergency Response Team
FAA	Federal Aviation Administration
FCO	Federal Coordinating Officer
FEMA	Federal Emergency Management Agency
FHMO	Federal Hazard Mitigation Officer
FRP	Federal Response Plan
GAR	Governor's Authorized Representative
HSO	Human Services Officer
ICS	Incident Command System
JIC	Joint Information Center
MRE	Meals Ready to Eat
NDMS	National Disaster Medical System
NFIP	National Flood Insurance Program
NOAA	National Oceanic and Atmospheric Administration
NOI	Notice of Interest
NWS	National Weather Service
PA	Public Assistance
PDA	Preliminary Damage Assessment

PIO	Public Information Officer
PW	Project Worksheet
RD	FEMA Region Eight Director
ROC	Regional Operations Center (FEMA)
ROST	Regional Operations Support Team
RRT	Regional Response Team
RCA	Resource Collection Areas
SCO	State Coordinating Officer
SEOC	State Emergency Operating Center
SEF	State Emergency Function
SHMO	State Hazard Mitigation Officer
SHMT	State Hazard Mitigation Team
SITREP	Situation Report
SOP	Standing Operating Procedure

ANNEX A: The Colorado Damage Assessment System

See Annex N to the Colorado State Emergency Operations Plan

APPENDIX 2

TERMS AND DEFINITIONS

1. Federal Advance Element of the Emergency Response Team (ERT/A). The portion of the Emergency Response Team (ERT) which is the first group deployed to the field to respond to a disaster incident.
2. Applicant. A state agency, local government, or eligible private not-for-profit organization, which submits an application to the GAR for assistance under the state's public assistance grant; also referred to as sub grantee and represented by an applicant agent.
3. Applicant's Authorized Representative. An individual, who represents an applicant for public assistance, and is authorized to sign grant documents on behalf of the applicant.
4. Catastrophic Disaster. Although there is no commonly accepted definition of a catastrophic disaster, the term implies an event or incident which produces severe and widespread damages of such magnitude as to require significant resources from outside the affected area to provide the necessary response.
5. Catastrophic Disaster Response Group (CDRG). The national level group of representatives from the Federal departments and agencies under the Federal Response Plan. The CDRG serves as a centralized coordinating group which supports the on-scene Federal response and recovery efforts.
6. Commitment. Certification by the Governor that the State and local governments will assume all applicable nonfederal share of costs required by Public Law 93-288, as amended by Public Law 94-707.
7. Local Emergency Operations Center (Local EOC). The central point of contact for disaster communications and related operations within the local government's jurisdiction. It is the location from which local government officials function in directing disaster operations.
8. Custodial Care Facility. Those buildings, structures, or systems including those for essential administration and support, which are used to provide institutional care for persons who require close supervision and some physical constraints on their daily activities for their self-protection, but do not require day-to-day medical care.
9. Damage Assessment. Assessment of damage made after a disaster has occurred. The results are submitted as a part of a request for State or Federal Assistance
20. Emergency Support Function (ESF). A functional area of response activity established to facilitate the delivery of Federal assistance required to save lives, protect property and public health, and to maintain public safety.
21. Emergency Support Team (EST). An interagency group operating from the Federal Emergency Management Agency (FEMA) headquarters.
22. Emergency Work. Work which must be done immediately to save lives and to protect improved property and public health and safety, or to avert or lessen the threat of a major disaster.
23. Federal Coordinating Officer (FCO). The senior Federal official appointed in accordance with the provisions of P.L. 93-288, as amended, to coordinate the overall response and recovery activities. "
24. Federal Emergency Management Agency (FEMA). The Federal Emergency Management Agency manages the President's Disaster Relief Fund, and coordinates the disaster assistance activities of all Federal agencies in the event of a Presidential disaster (or emergency) declaration.
25. FEMA/State Agreement. A formal legal document between FEMA and the affected state that describes the understandings, commitments, and binding conditions for assistance applicable as a result of a declaration by the President. It is signed by the FEMA Regional Director and the governor.
26. Governors Authorized Representative (GAR). The person(s) named by the governor in the FEMA-State Assistance Agreement to execute on behalf of the state all necessary

- documents for disaster assistance and to evaluate and transmit local government, eligible private nonprofit facilities, and state agency requests for assistance to the FEMA Regional Director following a major disaster or emergency declaration.
27. Grant. Financial aid given by certain Federal, state, and private agencies to help meet disaster-related necessary expenses or needs when affected individuals cannot meet such expenses or needs through insurance or other means.
 28. Hazard Mitigation (HM). Actions and projects that are undertaken for the purpose of permanently eliminating or reducing the long-term risk to life and property from natural or technological hazards.
 29. Hazard Mitigation Grant Program (HMGP). A cost-sharing program provided for in Public Law 93-288, and implemented following a Presidential disaster (or emergency) declaration providing 75%/25% Federal/State or local funding for mitigation projects.
 30. Hazard Mitigation Plan. A plan prepared within 180 days following a Presidentially declared disaster. Preparation of this plan is a function of the State Hazard Mitigation Officer in accordance with Section 406 of Public Law 93-288, as amended. The plan will outline opportunities and recommendations for mitigation projects.
 31. Individual Assistance. Supplemental Federal assistance available under the Stafford Act to individuals, families and businesses; includes disaster housing assistance, unemployment assistance, grants loans, legal services, crisis counseling, tax relief, and other services or relief programs.
 32. Individual Assistance Officer. A state emergency management staff member who, under the supervision of the state coordinating officer, presides over the provision of state and Federal supplementary assistance to individuals and families who have sustained damages and losses from a major disaster or emergency.
 33. Individual and Family Grant Program (IFGP). An individual assistance program, which is made available during Presidentially, declared major disasters, and which provides grants to individuals and families for necessary expenses and serious needs not met by other programs.
 34. Joint Information Center (JIC). The primary field location for the coordination of Federal and state media relations, located in or near the DFO.
 35. Major Disaster. As defined in the Stafford Act, Any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mud slide, snowstorm, or drought), or regardless of cause, any fire, flood, or explosion in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of states, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.
 36. Medical Facility. Any hospital, outpatient facilities, rehabilitation facilities, or facilities for long-term care as such terms are defined in Section 645 of the Public Health Service Act (42 U.S.C. 2910) and any similar facility offering diagnosis or treatment of mental or physical injury or disease, including the administrative and support facilities essential to the operation of such medical facilities even if not contiguous.
 37. National Emergency Coordination Center (NECC). The FEMA facility which provides notification to Headquarters and Regional responders of implementation of the Federal Response Plan.
 38. National Tele-registration Center. A nationwide toll-free number, operational within 24 hours after the President has declared a major disaster, that applicants can use to apply for assistance or receive information.

39. Notice of interest (NOI). Notification, to FEMA, by public agency applicants 1 need of disaster assistance; to be submitted within 30 days after the disaster area is designated eligible for aid.
40. Other Essential Governmental Service Facilities. Any non-governmental agency or entity that currently has: 1) an effective ruling letter from the U. S. Internal Revenue Service, granting tax exemption under Section 501 ©, (d), or (e) of the internal Revenue Code of 1954, or 2) satisfactory evidence from the state that the organization or entity is a nonprofit one organized or doing business under state law.
41. Preliminary Damage Assessment (PDA). The joint local, state, and Federal analysis of damage that has occurred during a disaster and which may result in a Presidential declaration of disaster. The PDA is documented through surveys, photographs, and other written information.
42. Preparedness. The actions taken and plans made before a disaster or emergency to help save lives and protect property.
43. Primary Agency. The Federal department or agency assigned primary responsibility to manage and coordinate a specific SEF.
44. Private Nonprofit Facility. Any private nonprofit educational, utility, emergency medical, or custodial care facility, including a facility for the aged or disabled, or other facility providing essential governmental type services to the general public, and such facilities on Native American reservations.
45. Project Application. A Federal government form used by state and local governments to apply for the public assistance program.
46. Public Assistance (PA). Supplementary Federal assistance provided under the Stafford Act to state and local governments or eligible private, nonprofit organizations.
47. Public Assistance Officer. A state emergency staff member who presides over the provision of state and Federal supplementary assistance to state and local governments and certain private nonprofit organizations which have sustained damages and losses from a major disaster or emergency.
48. Recovery. The return to normal conditions. The process of restoring a community to normal following a major disaster. Activities traditionally associated with providing Federal supplemental disaster recovery assistance under a Presidential Disaster (or emergency) Declaration. These activities usually begin within days after the event and continue after the response activities cease.
49. Regional Operations Center (ROC). The temporary operations facility for the coordination of Federal response and recovery activities, located at the FEMA Regional Office (or at the Federal regional Center) and led by the; FEMA Regional Director or Deputy Director until the DFO becomes operational.
50. Response. Activities to address the immediate and short term effects of an emergency or disaster. Response includes immediate actions to save lives, protect property, and meet basic human needs.
51. Colorado Office of Emergency Management (COEM) The office plans for and coordinates response, relief, and recovery activities in the event of disasters or major emergencies
52. "Robert T. Stafford Emergency Assistance Act" Public Law 93288, the governing Federal law for the implementation of the Disaster Recovery Assistance Programs provided by the Federal government, as designated by the President of the United States.
53. State Coordinating Officer (SCO). The individual appointed by the governor to act in cooperation with the Federal Coordinating Officer (FCO) to administer disaster recovery efforts.
54. State Emergency Operations Center (SEOC). The central point of contact for statewide communications and related operations. The SEOC is located in the basement of Building

120 at Camp George West and is the location from which the Emergency Management Office functions in response to disaster situations throughout the state.

- 55. Sub-Grantee. A term used for the recipient of public assistance program funds and/or Hazard Mitigation Grant Program funds, following a Presidentially declared disaster.
- 56. Support Agency. A Federal' department or agency designated to assist a specific primary agency with available resources, capabilities, or expertise in support of SEF response operations, under the coordination of the primary agency.
- 57. Temporary Housing. As authorized under P.L. 93Å288, Section 404, as amended, temporary housing means accommodations provided by the Federal government for individuals and families made homeless by a major disaster. These accommodations will be limited to the minimum necessary for adequate housing and may include: A) unoccupied, available housing owned by the United States; B) unoccupied, available housing units, financed totally or in part with federal funds, including public housing; C) rental properties; D) mobile homes or other fabricated dwellings; E) transient accommodations, when the nature or duration or the housing requirement does not justify more stable arrangements; F) mortgage, rental, and supplemental assistance.
- 58. Utility. Buildings, structures, or systems of energy, communication, water supply, sewage collection and treatment, or similar public service facilities.

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DONATIONS MANAGEMENT
ANNEX B
Colorado State Disaster Recovery Plan

I. AUTHORITY AND REFERENCES

This plan for the proper and efficient handling of donated goods and services in times of disaster is authorized by C.R.S 24-32-2105, et.seq. and by Executive Order D0005 96, as enacted.

II. DIRECTION AND CONTROL

This Donations Management Plan and its implementing procedures may be activated in times of a major disaster or other significant emergency event. The Director of the Colorado Office of Emergency Management (COEM), in consultation with the Colorado Volunteer Organizations Active in Disaster (COVOAD), will determine when this plan annex will be implemented and notification given to appropriate federal, state and local government officials and related participating officials and volunteer organizations prior to a public announcement.

III. PURPOSE

- A. The purpose of this annex is to define the organization, operational concepts, responsibilities and procedures to accomplish State Emergency Donations Management requirements.
- B. This annex is applicable to all agencies, organizations and personnel with donations management emergency support function responsibilities.
- C. This annex outlines a donations management coordination program for Colorado which can be implemented once it is determined that an emergency situation or disaster is of such magnitude, or is receiving such high media attention, that donations management assistance from the State of Colorado is needed.

IV. SITUATION AND ASSUMPTIONS

- A. Many disaster incidents create a need to effectively coordinate donations of goods, money and volunteer services. When circumstances warrant, a united and cooperative effort by private volunteer organizations and the donor community is necessary for the successful management of donations campaigns and relief supplies.
- B. This plan outlines a system for managing the distribution of unsolicited goods which make their way to the disaster area.
- C. Because private relief organizations are experienced in managing donations and have existing capabilities to receive, process and distribute goods and services to disaster victims, the state will look to those organizations to provide a structure to administer the donations management system.
- D. The state role will be limited to providing support services to coordinate needs and requests from impacted counties.

V. TERMS AND DEFINITIONS

ARES/RACES - Ham radio organizations that support local government agencies with emergency management communications technology.

Colorado Volunteer Organizations Active in Disaster (COVOAD) - The organization of volunteer agencies within Colorado which serves the public in times of disasters.

COVOAD Member Agency - A 501C3 non-profit agency that is listed in the membership directory.

Donations Coordination Center (DCC) - The center where donations coordination is physically located during a disaster and the succeeding recovery. Preferably this center is co-located with the state COEM facility.

Donations Coordination Team (DTC) - The group comprised of the State Donations Liaison and representatives of the COVOAD agencies which assembles during disasters when needed, for enhanced voluntary agency coordination to manage the influx of donated goods and services.

FEMA Volunteer Coordinator - Coordinates between voluntary agencies involved in the relief efforts.

FEMA Donations Management Coordinator – The federal representative responsible for providing technical and coordination assistance to the state on management of the donation and volunteer process.

In-Kind Donations - Donation of materials, supplies, or services for disaster survivors excluding a cash contribution.

Local Distribution Center (LDC) - A local site, commonly a community-based organization facility, where goods are dispensed to disaster victims. Such center is managed locally and re-supplied by COVOAD agencies parent organizations or parent non-profit organizations through a coordinated effort of COVOAD agencies.

National Call Center - The A800" number for phone contact at FEMA headquarters equipped and prepared to support a state donations operation in times of a federally declared disaster.

NVOAD - National Voluntary Organizations Active in Disaster (Some NVOAD agencies may not be represented within COVOAD).

Donation Reception Area (DRA) - A facility located away from a disaster area intended to serve as a holding station for undesignated goods. This area comprised of space, equipment, and personnel required to off-load, sort, re-package and re-send to other facilities upon request.

Undesignated Goods - Donated goods, largely unsolicited, that do not have a specific recipient prepared to receive them.

Unsolicited Goods - Donated goods that have not been solicited by any volunteer agency.

VI. CONCEPTS OF OPERATIONS

A. State Support and Assistance Policy

1. In accordance with this plan, state emergency support and assistance will be provided as quickly and as efficiently as possible. Consistent with priority of needs, attempts to provide assistance, when practicable, will focus generally in sequence on:
 - a) use of donated resources

- b) b) intrastate mutual aid resources
- c) c) state-owned/operated resources
- d) d) contracted or purchased resources
- e) e) interstate mutual aid resources
- f) f) federal resources.

2. This policy will provide the state with an effective means for assistance to victims of a disaster in a timely and cost-effective manner. The decision to commit state resources and/or to expend state funds to provide support and assistance will be made only after consideration of both priority of need and cost to the state. However, in situations where lives and property are immediately threatened, the most rapid and effective means of response will be taken.

B. Donations Management program Objectives

1. The state=s donations management program is primarily designed to provide information to those who desire to help in an emergency or disaster, as well as to assist potential donors in understanding what resources and services are needed or may be needed to help in the disaster response and subsequent recovery and identify those types of assistance which might be counterproductive to effective efforts for disaster recovery.
2. COVOAD member organizations are considered the primary recipients, managers and distributors of donated goods and services and the state will assist and cooperate to keep COVOAD=s member agencies= normal flow of donations in tact.
3. The state will assist the public in understanding how it can best help the victims of a disaster and will assist to encourage appropriate donations and encourage the donations of items not needed for the disaster be given to agencies for their normal social services activities and operations.
4. One of the most important aspects of the state=s donations management program is to assist donors in understanding the missions of the various volunteer agencies and help then in selecting an appropriate volunteer agency to which they can provide money, goods and/or skills for disaster relief. In the event a donor wishes to help, but is unwilling to give support to any particular voluntary agency, then the donations management program will attempt to provide that prospective donor with other options.
5. The state=s donations management program exists to provide assistance when needed in coordinating donated emergency and disaster relief assistance. It also provides a fall-back@ system for handling the great outpouring of assistance in a highly publicized event when recipient volunteer agencies and local government agencies are taxed to the maximum and their ability to coordinate and control donated goods and services may be severely degraded resulting in materials and goods being damaged or destroyed.

C. Program Components

The donations management program consists of the following database management system and donated goods reception system:

1. Donations Management Information System

- a) A donations management information system will be activated by the Colorado COEM to receive calls from around the U.S. and provide details on how donors can best donate goods and services to assist disaster victims and refer calls to a source of information related to queries regarding the disaster.
- b) A data system suitable for use by all COVOAD agencies will be established to maintain all donor, vendor and associated caller information for response, reporting and accountability.
- c) The data system will be used to transfer donations-related information among the donations management facilities (i.e. the DRAs, the state EOC, or the State/Federal Disaster Field Office (DFO) as appropriate.

2. Donations Reception Area

- a) The Donations Reception Area (DRA) will serve as facility(ies) to temporarily store, sort and prepare for distribution, the anticipated large volume of donated goods and other resources destined for the disaster area and disaster victims. Signatories to this plan annex will work under Mutual Aid Agreements.
- b) The ideal DRA(s) will be in proximity to the disaster emergency or disaster event, but sufficiently distant so as not to adversely impact disaster response and recovery operations.
- c) The ideal DRA(s) will normally be a large, covered warehouse or similar structure with hard flooring and loading docks; have a large paved parking and turn-around area (for large trucks); be surrounded by a security fence to limit access; and generally be located near a major highway, an airport facility (capable of handling large cargo aircraft) and a rail line, if possible.
- d) The DRA(s) will provide temporary storage space to bonafide COVOAD agencies, the state government and the federal government, as needed.
- e) If the federal government is involved in transporting goods and personnel to assist in disaster recovery efforts, it will mostly likely establish a Mobilization Site where resources can be flown into and subsequently transported to either a state DRA(s) or some other location. It may also establish a federal Donations Storage Area similar to the state DRA(s). These federal facilities will be identified, obtained and operated by the federal government. The state will coordinate and assist in these efforts, if feasible.

D. Program Functions

The major functions in the donations management program are:

- 1. Determining what resources and services are needed.

- a) The Chief Elected Official of the affected jurisdiction(s) needs will identify resource at the local level.

- b) If these resource needs cannot be satisfied at the local level by either the local government (using city-owned/county-owned, or contracted resources) or on-scene disaster relief agencies, they will be passed to the COVOAD Unmet Needs Committee for assistance.

2. Public Information

- a) COVOAD, through the Joint Information Center (JIC), in conjunction with private volunteer organizations will maintain an outreach program to educate the media, government officials and the public concerning donations and volunteers.
- b) The public information program will be designated to promote appropriate donations and to limit the flow of inappropriate donations to the disaster area.
- c) The public awareness program will be targeted to reach a wide variety of organizations such as civic groups unions, social, fraternal or religious organizations and other interested community based groups.
- d) Press releases will be issued through the JIC, immediately following the declaration of a major disaster. These press releases will encourage donations to private volunteer organizations, emphasize that volunteers should contact their respective organizations and inform the public of some of the problems associated with unsolicited goods and /or services.
- e) Immediately following the occurrence of a disaster the state shall issue a press release encouraging donations to one of the agencies, charity of choice or religious organizations in the community. The frequency of press releases identifying the status of solicited donations will be determined by an assessment of needs and the impact of the disaster on the public and the duration of the disaster on the public and the duration of the disaster event and subsequent recovery.
- f) Volunteer organizations are responsible for representing their own organization. Coordination between agencies should take place to ensure that messages to the public are consistent.

VII. STATE COORDINATION

- A. Upon the implementation of this donations management plan, the Director of the COEM shall designate a state staff member to serve in the position of state donations liaison to facilitate transactions concerning offers of goods and/or services and to coordinate with COVOAD agencies during the disaster operations and subsequent recovery period.
- B. The COEM will be prepared to establish the Donations Coordination Center in close proximity to the state EOC in times of activation of this plan.
- C. When deemed necessary by the state, COEM will coordinate with COVOAD agencies to provide personnel to assist in managing operating facilities and donations phone lines.

- D. The COEM will coordinate with the Colorado Department of Transportation (CDOT) and the Department of Public Safety (DPS) as well as other state agencies and local governments to identify and manage checkpoints and staging areas for incoming donated goods.
- E. The COEM will coordinate with CDOT and DPS in directing vehicles bringing donated goods into the state. Road signs should be posted and clearly marked with directions to the designated Resource Reception Area(s).
- F. The COEM will work with other appropriate state and federal agencies to coordinate waste disposal of discarded materials including paper, metal, cardboard, and spoiled, damaged and/or unsafe donated materials.
- G. In order to provide communications with truck drivers transporting donated goods into the state, the COEM will coordinate with the local ARES/RACES organizations in the area of the disaster to provide such communications. Other state agencies may be requested to provide assistance in the implementation of this plan.

VIII. COVOAD AGENCIES

- A. The COVOAD member agencies will be prepared to assist with the implementation and administration of this plan; provide information for incorporation into the data system; and establish and operate the Donations Coordination Center, when activated following the declaration of a disaster.

IX. OPERATIONS

- A. Upon the activation of this Donations Management Plan, the State Donations Liaison and representatives of COVOAD will assemble at the Donations Coordination Center thereby forming the Donations Coordination Team.
- B. The state EOC will serve as the central location for management of the system. A FEMA VOLAG Coordinator, representing FEMA Region VIII, may join the DTC when a federal disaster (or emergency) declaration is made. When such event occurs, FEMA may activate its A800" phone number at the National Call Center to assist COVOAD in the solicitation of goods and services for disaster relief.
- C. Once this Donations Management Plan is implemented, participating COVOAD agencies will provide the state EOC with phone numbers and other pertinent information in order to establish an effective communications structure. This information will be managed by the state EOC and coordinated by the State Donations Liaison.
- D. The DTC is tasked with administering the alignment of donated goods and services with participating distributing organizations.
- E. The COEM shall provide a seating position within the EOC for a State Donations Liaison that can be utilized for receipt of incoming calls relating to donations and to communicate with COVOAD agencies for the passing of information to a DCC either by computer or by telephone. This position may be staffed by state-designated personnel or by a designated representative of a COVOAD member agency. The number of personnel necessary to staff this position will be determined by the magnitude of the disaster event.
- F. A standardized data system will be utilized to document donated resources. Donations information will be made available to participating agencies, volunteer agencies, emergency responders and the public.

- G. Information regarding individuals and businesses soliciting contracts for relief goods and/or services will be recorded separately from donated goods and services.
- H. For proper management of unsolicited and non-designated donations, facilities will be identified for use as Donations Reception Center(s), Local Distribution Centers or Donation Staffing Areas.
- I. Local Distribution Centers may be operated by local churches, community-based organizations, volunteer agencies, and in some cases, by a local government, to provide donated goods directly to disaster victims.
- J. Whenever possible, COVOAD agencies will operate independent facilities for controlling donations that are specifically solicited by their respective organizations.
- K. All inquiries concerning donations for a specific organization will be referred to that organization. Any organization accepting/receiving designated donations will follow its own logistical policies and procedures.

X. UNSOLICITED/NON-DESIGNATED IN-KIND DONATIONS

- A. Donors will be discouraged from sending unsolicited or non-designated in-kind donations directly to the disaster site.
- B. Donors who attempt to donate unsolicited or inappropriate goods, such as clothing, shall be directed to community agencies such as food banks, clothing banks, or second hand stores. Many COVOAD member agencies utilize these items for their day-to-day operations.
- C. Goods not requested, but which can possibly be utilized, will be made available to participating COVOAD agencies and other non-profit organizations or a local community food/clothing bank.
- D. Whenever possible, unneeded goods, such as clothing, shall be recycled or redistributed to others in need.
- E. Guidelines will be established for tracking the receipt and distribution of unsolicited and non-designated goods.
- F. Corporate offers of bulk items will be accepted if the items can be used in disaster response and relief efforts.
- G. Information concerning corporate offers of bulk items will be entered into the resource data system
- H. When necessary, information concerning the proper use of items being donated and any expiration dates, if applicable, will also be entered into the data system
- I. Corporate donors will be strongly encouraged and asked to label all goods and to provide detailed inventory list(s) with all shipments.
- J. Information on these resources will be made available to all COVOAD agencies and emergency responders through the resource data system.

XI. VOLUNTEER SERVICES

- A. Individuals interested in volunteering services will be encouraged to affiliate with a COVOAD agency, NVOAD agency, religious or non-profit organization of their choice to facilitate relief efforts.
- B. Unaffiliated volunteers will be encouraged not to go to the disaster locations, but rather to contact a COVOAD member agency and assist with activities for the disaster relief efforts being conducted in the community where the volunteer resides.